



**The Virginia  
Defense Force**

# Bugler



**SEPTEMBER 2013**

## **MESSAGE FROM THE COMMANDING GENERAL: *CHANGE AND CONTINUITY***



**MG John Taylor**

The Virginia Defense Force is in the midst of a major transition. Even as this issue of the Bugler is being put together, the first part of the transformation of our Force has begun, with the deactivation of the Lafayette Brigade and the activation of the first of the new regiments. Change is never easy, but it is a constant in all of our lives. The changes we have been making to the VDF have been undertaken to posture all of us and our units to be more responsive to the requirements of the missions and disaster response packages as signed to us by the Virginia Department of Military Affairs and the Adjutant General. We are an integral part of the TAG's strategic plan, and our Force Modernization Plans positions us for success today and in the future.

Amidst all of this change some things remain the same. First, as always, is our professional conduct. A key element of this professionalism is taking care of our soldiers. This means many things, but a critical aspect of military leadership is ensuring that our soldiers are well trained. We must all be "technically

and tactically proficient" in our assigned positions and within our response teams. The way to ensure this proficiency at all levels is through our training, both within our units and teams, and on the individual level. All leaders have to ensure that drills focus on imparting the necessary skills to each of our soldiers so that all can confidently face whatever demands are placed on them. Each soldier must also ensure that he or she takes advantage of the training opportunities that are available from within the Division.

Next is our communication process within the VDF. The chain of command is a valuable tool for leaders at all levels to use to instruct and keep their soldiers informed. At the same time, it is the appropriate method for all soldiers to respond to orders and to seek assistance in any matter. The chain of command is a center of gravity for all leaders for two-way communications; use it!

The Commonwealth has entrusted us with funds, equipment and other materials to perform our jobs and accomplish our missions. I know that at times we want more funding to be available, but in times of limited budgets, we must make the best use of what we receive. Therefore, we must all, from Private to General, remember that we are accountable to the state for the expenditure of all funds that we receive. In addition to this, all state property within our units must be fully accounted for. Fiscal responsibility in these areas is a way to ensure that we have the most funding for the training and purchase of equipment that we need.

Finally, I thank all of you for your continuing service to our great State and the support of your Family in this time of change. I know that you will continue to add to the reputation that the VDF already has within the VDMA for excellent response whenever a call is made to assist our fellow citizens. I look forward to the future of the VDF, and I remind you all of the motto of the George Washington Division, *Exitus Acta Probat*, "The result is the measure of the deed."

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**MESSAGE FROM THE CHIEF OF STAFF, COL JUSTIN CARLITTI:*****The VDF Force Modernization Plan Update:***

As we approach our DIV MUTA at Ft. Pickett on 28 September, the outward signs of the VDF Force Modernization Plan will come to realization with the activation of the Regimental Response Teams (RRTs). But it will be many of the less obvious changes that will position us for continued success as a force multiplier for the Virginia Department of Military Affairs.

I would like to highlight a few of the changes to existing regulations or policies that will increase our professionalism as a force. Many of these initiatives, part of the TAG's Strategic Plan, are specified in the plan. We have implemented a tandem set of regulations on promotion and performance management. As drawn from the TAG's Strategic Plan, the objective is to link promotions to professional military education and performance in diverse assignments. Tied to this is a performance management system that implements performance appraisal reports on sergeants and above. The intent is to create a dialogue between you and your rating official. Wrapped around these regulations is the CG's revised policy on Professional Development which addresses career movement between assignments and the VDF Board process from promotion and assignments to retention. If you are not familiar with these, I recommend that you ask your chain of command, see the chart below for the new chain.

While you will see many overt signs of change in the weeks ahead, to include a proposed set of new uniforms, i.e., utility, service and dress, it is the body of work that focuses on our continued professional growth as a military force that will set the course for the VDF as it nears nearly three decades of current service to the citizens of the Commonwealth.

**VDF CHAIN OF COMMAND****DIV Response Force– EAST– BG Thompson**

1st REGT– LTC JAMES

2nd REGT– LTC DLUZYN

**DIV Response Force– WEST—BG Wheelus**

3rd REGT– MAJ ROBBINS (Acting)

4th REGT—LTC SMITH

5th REGT—LTC HICKMAN

MRGs– Multi-Function Response Groups are currently being configured and will be somewhat analogous to the old companies.



## VDF LEADERSHIP STAFF RIDE, 22 JUNE 2013: THE BATTLE OF FIRST MANASSAS

The First Battle of Bull Run was fought on a hot July day in 1861. This first major battle of the Civil War was a Confederate victory, in which Virginia soldiers played a significant role. Nearly 152 years later, several officers of the Virginia Defense Force roamed over the battlefield in an exercise designed to build their capabilities as leaders.

This staff ride was the third in a series of leadership training rides for third lieutenants and junior officers in the VDF. The rides in 2011 and 2012 went over the ground of the Seven Days Battles. But this year, because the majority of the participants came from the Black Horse Brigade centered in Northern Virginia, it was decided to hold the staff ride at Manassas.

The historian of the George Washington Division, COL Dennis Mroczkowski aka COL Ski, put the staff ride together. Preparations began in February with preliminary exploration of the battlefield; over the next few months, he made eight tours of the First Manassas battleground to gain his own impressions of critical places and to piece the tour together in a proper narrative sense. COL Ski also selected readings (see the list on p4) that would enhance the participants' understanding of what happened at various points of the battle and of the ways in which leadership, whether good or bad, played a part in the outcome.

In March COL Ski sent the initial coordinating instructions to the officers identified by their commands as participants. The purpose of the ride was explained to the officers in some of the instructions COL Ski sent a few weeks prior to the event, "Within the VDF, our concern is not with how to fight a battle so much as how to lead soldiers in what can be a time of crisis and great mental and physical stress. That will be your job and challenge as an officer: how do you accomplish your mission through the soldiers under your command? By studying the principles of leadership and seeing how these principles were used effectively or otherwise is an important piece in making them a part of your own repertoire as a leader at any level or rank."

In addition to the history readings assigned, the participants were instructed to familiarize themselves with the US Marine Corps' principles and traits of leadership. "Choosing the Corps' principles was really simple: that is my background and I am familiar with them. They are also very succinctly explained and they fit into nearly every decision and action on the battlefield."

The staff ride began at the Army National Guard Armory in Manassas at 0730 on 22 June. The day was clear, and the sun was hot and brilliant. It provided a sense of reality as the officers walked around parts of the battlefield, and made them aware of the physical demands faced by the soldiers of 152 years ago. There were eight stops on the ride.



COL Dennis Mroczkowski, SSG Marina Murdock, CPT Joseph Langone, 1LT Tom Woolman, 3LTS: Brian Gomez, Ernest Gomez, Eric Gentsch, Dustin Jones, David Rothrock, Xin Wang, & Blanche Wang— in front of the Stonewall Jackson Monument at the Manassas Battlefield. 22 June 2013





### **VDF LEADERSHIP STAFF RIDE, 22 JUNE 2013: THE BATTLE OF FIRST MANASSAS, con't:**

At each, COL Ski would give a brief terrain orientation and a summary of what had happened up to that point. Then an assigned group of two or three officers would take over, explaining what happened at that spot, and leading discussions of the leadership principles that were evident. Throughout, the discussions were lively, interesting, and every participant was involved, offering opinions or bringing out ideas for consideration. "I was very pleased with the amount of preparation and thought that all of these officers put into this staff ride. It was very successful," said COL Ski.

The participants also believe that they received some good training from the exercise. Their AARs contained the following comments. "I feel like I really learned so much from this experience. I would highly recommend these to all potential leaders. This experience has made me much more aware of the type of leader I would like to be." "We learned from each other as well as from the literature we used to prepare for the discussions....The staff ride put many things, including VDF's mission, in perspective for me. I was very impressed with the organization of the staff ride and the quality of participants."



***COL Ski and the Staff Ride participants at Bull Run***

The staff ride was well supported by the Division G-4, LTC Chaz Holland and SFC James Carter. A van was provided to drive the officers around the battlefield. SSG Murdock, of the Black Horse Brigade, was the driver, and she also provided the box lunches that were enjoyed on the way. The VDF officers were also well prepared for their time in the sun along Bull Run; they had coolers filled with bottled water and Gatorade. While their hours on the battlefield were easier than the experiences of the soldiers of the Federal and Confederate armies, the heat of the day did provide additional lessons in "taking care of your soldiers" and being aware of how quickly environmental factors can affect them and the mission.

A staff ride focusing on leadership will be recommended for third lieutenants and new officers next year. In the meanwhile, COL Ski is preparing a staff ride outline for the Battle of First Manassas that will be distributed throughout the VDF, so that subordinate commanders can set up their own exercises for their soldiers of all ranks.

#### **Reading List for the Manassas Battlefield Staff Ride**

Battle at Bull Run: A History of the First Major Campaign of the Civil War. By William Davis

A Single Grand Victory: The First Campaign and Battle of Manassas, by Ethan S. Rafuse.

USMC Principles and Tenets of Leadership



## HISTORIAN'S NOTES: THE UNITED STATES MILITIA IN THE NINETEENTH CENTURY

By COL Dennis P. Mroczkowski, Division Historian

With the successful completion of the Revolution in 1783, one of the prime works of the new nation was to form an effective government. By 1789, the US Constitution went into effect. Under Article 1, the federal government was given the power for "calling forth the Militia to execute the Laws of the Union, suppress Insurrections and repel Invasions; {and} To provide for organizing, arming, and disciplining the Militia, and for governing such part of them as may be employed in the Service of the United States, reserving to the States respectively, the Appointment of the Officers, and the Authority of training the Militia according to the discipline prescribed by Congress."

In those early years, the idea of a "standing Army" of regular soldiers was still regarded by many people as a threat to their newly won liberties. The regular Army was kept small and it was expected to be supplemented or supported by a militia, raised in the various states, to answer emergencies. Such militia, composed of local men, was regarded as the true military strength of the nation. However, as President George Washington knew well, militia, to be effective, had to be trained and properly led. Therefore, congress passed two militia laws in May of 1792. The first of these laws gave the President the authority to call out the militia of the states to repel invasion or Indian attack, and to suppress rebellion. The second act defined the militia of the United States as "every free, able bodied white male citizen between the ages of 18 and 45." This act also conscripted these men into local companies and required them to have a musket and bayonet, a cartridge box containing 24 rounds, two extra flints and a knapsack. The companies were to be formed by the states into battalions, regiments and divisions. Twice a year, the companies were to muster and drill.

If these laws had been properly enforced, they would have provided the United States with a creditable and sizable force. But, with the division of responsibility between the Federal and State governments, the laws were ignored and the militia establishment fell into decline. Over the next few decades, the militia did have some fine accomplishments, such as the suppression of the Whiskey Rebellion in 1794, and during the battles of Baltimore and New Orleans during the War of 1812. But these were balanced against severe defeats, such as the battles at Detroit, Queenstown in Canada and at Bladensburg, outside Washington. Virginia militia reflected this checkered history during the war. They were not able to keep the British from capturing and pillaging Hampton, or from occupying Alexandria, but were instrumental in the American victory at the Battle of Craney Island, close to Norfolk.

The militia of the entire United States changed markedly in the early decades of the 19<sup>th</sup> century. The old concept of enrolling the entire male population into county-based militia organizations was neglected. In the place of the "common" militia, numerous volunteer units were organized in the states. These units were volunteers in every sense of the word; the drilled without pay, and uniformed, armed and equipped themselves at their own expense. It was at this time that such famous and long-serving units as the Richmond Light Infantry Blues and the Norfolk Light Artillery Blues were formed. Virginia volunteer units served alongside regular Army formations during the Mexican War. The 1<sup>st</sup> Virginia Volunteer Infantry was mustered in to federal service by early 1847; it embarked for transportation at Fort Monroe, and saw service in northern Mexico.



## HISTORIAN'S NOTES: THE UNITED STATES MILITIA IN THE NINETEENTH CENTURY, con't

As sectional tensions grew in the years prior to the Civil War, many local companies were raised throughout Virginia, and several were called out for service during John Brown's raid on Harper's Ferry in 1859.

The beginning of the Civil War saw a flurry of volunteer companies and regiments on both sides offering their services to their states. In Virginia, many of the volunteer units that had formed themselves in the years just prior to the war were soon accepted into state and the Confederate service. In addition to the many proud regiments of infantry and cavalry and batteries of artillery that Virginia provided, there was soon recognition that with so many men away in the Army, there was a need for local defense. So the state also formed "local defense troops" or "home guard" units in the counties and towns across the commonwealth. These home guard units served at the call of the state, similar to today's Virginia Defense Force, and performed such duties as guarding local military installations, railroad bridges, and other state property. They also helped patrol the local areas when necessary because of threat of invasion by Union armies. At least 5,400 men served in 133 Virginia Home Guard units during the war.

After the Civil War, the Virginia militia was disbanded. It was reformed during the era of Reconstruction, in 1871. Once again, the "common militia" was a part of the state's military establishment, as were the newly-formed volunteer units. In the decades following, the common militia again fell away, and there was provision for com

panies and battalions for both white and black volunteer soldiers. These soldiers were at first dressed in grey uniforms, but later wore standard US Army clothing. The establishment of the "Virginia Volunteers" grew to about 3,000 officers and men during the 1880s and 1890s, formed in segregated companies. With the start of the Spanish-American War, Virginia quickly responded with four regiments of soldiers to serve. But the war ended quickly, and only one saw any service overseas, in Cuba, and that was after the fighting had ended.

The Spanish-American War, though quickly won, showed up many deficiencies in the abilities of the militia of the United States. A movement to improve the efficiency of the militia and to bring it more closely into the federal military establishment began shortly after peace was declared, and would result in the establishment of the National Guard.

***Next chapter: The "Act to Promote the Efficiency of the Militia" of 1903, and the history of the Virginia militia up to World War II.***

**VIRGINIA DEFENSE FORCE TRAINING****by CW3 Joseph Wallace, VDF G-7**

All soldiers in the VDF are required to complete various levels of Professional Military Education (PME), depending on rank, as well special training related to Defense Support of Civilian Authority (DSCA). This required training can be obtained through many sources, but to make the fulfillment of these requirements as simple as possible, the Division G-7 provides many of the PME courses throughout the training year. These courses are as follows:

**1. Individual Training**

Initial Entry Training (IET)  
Level 2A Training  
ICS 100, 200, 700, 800  
Land Navigation  
Basic First Aid

**2. NCO Training**

Basic NCO Course (BNCOC)  
Advanced NCO Course (ANCOC)  
1SGT Course  
ICS 300

**3. Officers**

Basic Officer Qual Course  
ICS 300, 400  
Staff Officers Planning Course (SOPC)

**4. Leadership / Staff Training Plan**

ICS 300/400  
JFHQ JOC LNO Course

**5. Special Required Courses**

ICS 300/400  
ICS 317  
FEMA Professional Development Series

These courses are often given in conjunction with Division MUTAs or other exercises. Their availability is published in advance, and all soldiers should sign up for these through their units, following the chain of command.

**SPECIALIZED/RESPONSE PACKAGE TRAINING.**

In addition to the required PME courses, VDF Soldiers are required to complete special training according to their assigned DSCA response package assignment. Most of the required course work is offered by the G-7, FEMA or Virginia Department of Emergency Management (VDEM). Courses offered through the G-7 include:

IMAT Course  
STARS Radio Course  
TACPAK Course  
IMAT GO/NO GO MUSTER  
JFHQ JOC LNO Course

Additionally, the VDEM offers the following courses:  
Va. Emergency Operation Center Course (VEOC)  
101/201

LOG 101 Course required for DSCA – State Managed Shelter Logistics Team (SMSLT)  
VDEM course offerings can be found on their website.

The G-7 office maintains a close working relationship with Virginia National Guard J-7, Virginia Department of Emergency Management to bring the VDF the most up to date training and to provide accessibility to the training throughout the Commonwealth. If you have any questions about the training calendar, or how to enroll for any course, contact me at:

[Joseph.Wallace5@us.army.mil](mailto:Joseph.Wallace5@us.army.mil)







# 2013 VDF HEADQUARTERS MONTHLY DRILL AND TRAINING HIGHLIGHTS

**7 Sep: Drill at Waller Depot**

**27-29 Sep: Division "All Hands" At Fort Pickett**

Commander's conference

Division Family Day

G-6 Conducts MCP operational and maintenance activities

**5 Oct: Drill at Waller Depot**

**1-3 Nov: Division Training MUTA at Fort Pickett**

IET

BNCOC

Basic IMAT Qualification/Refresher training for new personnel/teams

TACPAK exercise for teams remaining at home stations

MCP qualification course for new crews

COMMEX for MCP crews not at Fort Pickett

G-4 Preventive Maintenance Course

HFRT training and testing

STARS training and exercise

**7 Dec: Drill at Waller Depot. (NOTE: FTX may be spread over two drills, 7 & 14 Dec to accommodate regimental drill schedules)**

Holiday Luncheon

Division FTX with COMMEX, HFRT, MCP, and IMAT participation at home stations.



*Virginians Helping Virginians*





# COMMANDING GENERAL'S RECOMMENDED READING LIST

The books listed below are recommended by Major General John D. Taylor, CG of the Virginia Defense Force, as a source of self-study. They are recommended to soldiers of the VDF regardless of rank. The books are listed in the categories of Part I: General Interest and History; Part II: Leadership and Incident Management; and Part III: Biography. All these books are available at a local library; ask your librarian for an inter-library loan if one is not available at your local branch. Also, most of these titles are available on Nook and Kindle.

Part I: General Interest & History are listed on the pages below. Part II: Leadership & Incident Management will be featured in the December 2013 issue of the *Bugler*; with Part III: Biography, coming in the March 2014 issue of the *Bugler*.

## PART I: GENERAL INTEREST & HISTORY:

### **GENERAL INTEREST:**

**The Constitution of the United States**, with the Bill of Rights and Amendments.

The documents that define the rights and liberties of US citizens, and sets the responsibilities of the federal and state governments. It also is the document on which all laws regulating the militia of the United States are based.

**The Constitution of the Commonwealth of Virginia**; and the **Code of the Commonwealth of Virginia, Section 44.**

These documents describe the formation of the government of the commonwealth of Virginia, with the rights of the citizens enumerated; the Code explains the definitions, missions, and organization of the militia of Virginia, to include the Virginia Defense Force and the Virginia National Guard.

### **HISTORY:**

**Soldiers and Civilians: The Martial Spirit in America 1775-1865.** by Marcus Cunliffe.

An excellent book on the development of the militia in the United States between the Revolution and the Civil War. Particular emphasis is placed on explaining the early militia laws.

**Lee's Lieutenants: A Study in Command.** By Douglas Southall Freeman.

This classic, multi-volume history of the Confederate Army of Northern Virginia, is both an excellent study of the Civil War in our home state of Virginia as well as a study of the various subordinate leaders with whom Lee fought his many battles from 1862 to 1865.



### CG's READING LIST: HISTORY, con't:



#### **Old Dominion, New Commonwealth: A History of Virginia, 1607-2007.**

By Heinemann, Kolp, Parent, & Shade.

A recent single volume history of Virginia, from Jamestown to Gov. Tim Kaine, Virginia's history is explored from colonization to globalization, with special emphasis on political, economic, and social changes.

#### **Eagle and Sword: the Federalists and the Creation of the Military Establishment in America, 1783-1802.**

By Richard H. Kohn.

A good account of the political struggles in the early years of our independence to establish an effective military.

#### **The Tradition Continues.** By John Listman.

An easy to read history of the Virginia militia and the Virginia National Guard from 1607 through 1985.

#### **Forgotten Soldiers.** By Brian Moynihan.

An excellent account of the importance of initiative, courage and resourcefulness, this well-written book examines, through fifteen examples, how the actions of a single soldier can affect the course of a battle or campaign.

#### **Virginia on Guard: Civil Defense and the State Militia in the Second World War.** By Marvin Wilson Schelgel.

An excellent and thorough volume that discusses the operations of the various Civil Defense structures within Virginia from 1940 to 1947. This includes the history, organization and accomplishments of the Virginia Protective Force and the Virginia State Guard, predecessors of today's Virginia Defense Force.

#### **The American Home Guard; The State Militia in the Twentieth Century.** By Barry M. Stentiford.

A good history of the development of the state militias after the formation of the National Guard as a component of the US Army in the early 20<sup>th</sup> century. Explains the need for state guards in both World Wars, and their rebirth at the end of the Cold War.

*Don't forget to check out Part II: Leadership & Incident Management  
in the December Bugler!!*



### ***VDF DOCUMENTATION COLLECTION EFFORTS***

The current restructuring and modernization of the VDF are important steps in making us a more efficient and responsive organization. However, an additional part of this restructuring is to ensure that we do not lose anything of value in this period of transition.

For the past several weeks, a team of individuals from Division headquarters (G-1, G-3, G-4, and the historian) has been visiting the offices of the old Lafayette Brigade to review documents and maintain those that are relevant to current and future operations, as well as to the overall history of the VDF.

The team will visit the offices to the Black Horse and Highland Brigades in the near future, to perform the same work. The staff sections of these brigades, and their battalions, should have their files in a proper order, chronological and by subject, to make this task easier and more efficient. COL Mroczkowski, the division historian, will contact representatives of these units prior to coming to them.

Another task related to the modernization program is to record the lineage of the old brigades and transfer these to the new regiments where appropriate. This important job has been assigned to the new assistant historian, LTC M. Kent Brinkley. LTC Brinkley is well qualified for this position. He majored in history in college and attended ROTC. He has been a member of the VDF since 1985. During his VDF career, he has held a variety of positions at the battalion, brigade and division levels and in January 1996 was awarded the VDF Meritorious Service Medal in recognition of his performance as the VDF OIC over six days of SAD during the blizzard of '96. His latest position has been as the executive officer of the Division Troop Command, in which he has served for the past four years.



**LTC M. Kent Brinkley**

